



DEPARTMENT OF THE ARMY  
OFFICE OF THE VICE CHIEF OF STAFF  
201 ARMY PENTAGON  
WASHINGTON DC 20310-0201


08 JAN 2003

REPLY TO  
ATTENTION OF

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY03 Well-Being Action Plan, Volume 1

1. The first two steps in achieving the Chief of Staff of the Army's vision of an integrated system of programs that invests in the well-being of The Army Well-Being Constituents were accomplished through actions taken in accordance with the Well-Being Strategic Plan, signed on 5 January 2001 and the Well-Being Campaign Plan, signed on 28 August 2001. These two documents prepared the framework for how The Army would integrate Well-Being programs and initiatives to ensure that all constituents, Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families, were included in the Well-Being philosophy as we move to institutionalize the concepts of Army Well-Being no later than September 2003.
2. The third step in executing the CSA's vision is to outline existing well-being programs and objectives in the FY03 Army Well-Being Action Plan, Volume I. Volume I documents these programs and objectives in accordance with the philosophies outlined in the Well-Being Strategic Plan. It captures near- (budget year), mid- (POM years), and long-term (beyond the POM) objectives, and in so doing, establishes the strategic direction for Army Well-Being. The Action Plan is a strategic planning document that uses the Well-Being architecture to consolidate objectives from a multitude of Well-Being programs and initiatives into a holistic, integrated approach to accomplishing our goals. Volume I is the product of the efforts of many ARSTAF, MACOMs, constituents, and stakeholders. Input from the Army Well-Being Laboratory Sites is also included. With successive versions, the final portion of the FY03 Well-Being Action Plan will expand its breadth to include Volume II, which will be published in February 2003. The Plan will include pertinent issues across all constituent groups and with a more integrated, long-range planning effort. It is our intent that Well-Being become established as part of the Army culture - thought of at every level as the Army's concept for taking care of people.
3. The Well-Being Action Plan will be updated on an annual basis. I would encourage you to provide feedback and input through your Well-Being Council of Colonels and General Officer Steering Committee representatives.

  
JOHN M. KEANE  
General, U.S. Army  
Vice Chief of Staff

SUBJECT: Well-Being Action Plan

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**SUBJECT: Well-Being Action Plan**

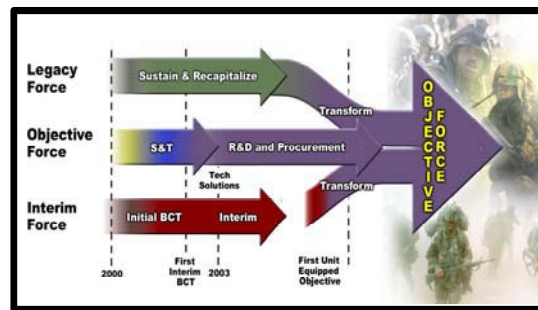
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# FY03 ARMY WELL-BEING ACTION PLAN

## 1. Introduction – Transforming the Human Dimension.

The Army has enthusiastically embraced the challenge of Transformation. Nowhere is this transformation more critical than at the heart of our force - our people. Army Well-Being is the human dimension of Army Transformation.



The Army Well-Being philosophy is included in the Army Well-Being Strategic Plan dated 5 January, 2001. The process by which this program is implemented is outlined in the Army Well-Being Campaign Plan published 28 August, 2001. This document, the Army Well-Being Action Plan is the third installment of a trio of publications designed to institutionalize the concepts of Army Well-Being. This annual publication is the first document to outline the Army's strategic direction for Well-Being.

## 2. Purpose – Establishing Strategic Direction.

This Well-Being Action Plan documents the Army's Well-Being programs and initiatives in accordance with the philosophies outlined in the Army Well-Being Strategic Plan. It captures near- (budget years), mid- (POM years), and long-term (beyond the POM) objectives and in so doing, establishes the strategic direction for Army Well-Being. The plan also details the Well-Being Architecture by providing descriptions, constituencies, and representative programs/initiatives for each of the Well-Being functions. The Well-Being Architecture is designed to ensure the Army can adhere to the goals of the Well-Being Philosophy while managing a wide range of individual programs/initiatives, sponsored and implemented by a number of various agencies, and resourced through a variety of different sources and processes. The Well-Being Philosophy lays out three compelling strategic goals by which well-being is personalized for our people:

- A competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
- A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families.

- An environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families to enrich their personal life by achieving their individual aspirations.

### **3. Methodology – Applying the Well-Being Architecture.**

Army Staff proponents provided the objectives and subordinate tasks for each of their representative programs/initiatives. These objectives and tasks portray the current state of strategic planning relative to Army Well-Being and are in various stages of accomplishment. The programs/initiatives are grouped by combining those that serve the same purpose into a series of discrete functions. The Well-Being Architecture (detailed in Annex A) divides the three strategic goals into 13 different categories that are further broken down into 51 well-being functions. These functions form the building blocks of the Well-Being Architecture and provide the ability to effectively and efficiently manage programs by focusing on the ultimate purpose of Army Well-Being as delineated in the Army Well-Being Strategic Plan.

It is important to note that each objective has subordinate tasks that generally represent policy, resource, or legislative milestones required to accomplish the objective. These tasks are listed to provide a view of how the objective is to be accomplished and to allow us to measure progress toward achieving the objective in the Well-Being Status Report. Their inclusion here is not intended to serve as a directive to resource or prioritize Well-Being programs to specific funding levels or at specific priorities relative to non-Well-Being programs, as each must compete within established resourcing processes.

### **4. Organization – Tracking the Strategic Goals.**

A. Annex A – Goal One. The first goal is to implement a comprehensive strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of the Army. The plan to accomplish this goal is laid out in some detail in the Army Well-Being Campaign Plan and is therefore not fully developed in this document. However, this document does detail the Well-Being Architecture. Accordingly, Annex A provides the methodology for developing the architecture, lays out the architecture itself, and explains the format used to detail the well-being functions throughout the remainder of the plan.

B. Annexes B through E – Goals Two through Five. The remaining goals provide the substance of Army Well-Being. Each annex is organized in the same manner, summarizing the architecture relative to the subject goal then providing a series of appendices, one for each of the supporting well-being functions. The principle substance of this plan is found in the details provided in these 51 appendices. Annex E is currently “To Be Published” as the concepts governing the treatment of the intangibles and their impact on Army Well-Being have not yet been fully developed.

C. Annex F – Definitions. The final annex is dedicated to defining the many terms associated with Army Well-Being.

## 5. Results – Outlining Our Current Strategies.

A. Standard of Living. There are four major categories supporting this goal: pay and compensation, health care, housing, and continuous learning. This strategic goal represents the area in which the Army is in the most direct competition with the corporate world for recruitment, employment, and retention of high quality people.

1. Pay and Compensation. Many of the programs are focused on relatively near-term objectives, emphasizing the urgent need to address pay comparability issues in the immediate future. There is also clear recognition that military service creates unique expenses that have not historically been adequately reimbursed. Addressing the burden of rent, utilities, moving expenses and other real-life costs are critical components of the Army's strategy. A series of other near and mid-term objectives indicate intent to address pay and compensation issues across the full range of constituent groups. Pay disparity between Soldiers and civilians in special occupations, support for a more flexible civilian pay system, improved emergency financial support for reserve component soldiers, and concurrent receipt of retired pay and VA disability compensation are distinct priorities that demonstrate the Army's commitment to resolving these critical well-being issues. Finally, there is a long-range commitment to developing a fully automated and more holistic compensation system that, once current issues are resolved, will maintain adequate pay and compensation for the Objective Force.
2. Health Care. The objectives supporting this critical well-being component indicate significant activity on a variety of fronts. Recent changes in several TRICARE programs are being implemented with plans to enhance and extend others. Work is underway to include chiropractic services for active duty soldiers, extend TRICARE Prime coverage to eligible retirees living OCONUS, and pursue legislation to establish a self-funded insurance plan for Reserve Component soldiers and families. Efforts are underway in both the medical and dental communities to improve preventive health services, automate patient tracking systems, and enhance communications with TRICARE beneficiaries to include web-based initiatives. Consistent themes throughout all of these objectives include maximizing timely access to health care, improving readiness by achieving higher health standards, and eliminating the "hassle factor" when dealing with the health care community.
3. Housing. The long-term nature of these objectives is indicative of the significant cost and time required to plan, design, and build quality facilities in the extraordinary quantity our Army requires. The long-standing commitment to modernizing barracks complexes to the "1+1" standard continues. While this mid-term initiative does not address all types of barracks, longer-term objectives do exist for trainee complexes. Additionally, innovative approaches have been adopted to address the necessary upgrade of family

housing. Elimination of inadequate family housing worldwide and implementation of the Residential Communities Initiative (RCI) are mid to long-term objectives that will provide housing commensurate with that of the local community. For the housing needs of transient personnel, plans have been approved to begin development of regional conference-hotel facilities that along with implementation of the Lodging Wellness Plan will furnish lodging support commensurate with mid-range commercial hotels.

4. Continuous Learning. Education influences compensation, both during and after service. The principle focus is near-term and designed to increase participation in existing programs such as the innovative on-line eArmyU. Similarly, a variety of program changes are designed to increase use of available Tuition Assistance funds. Upgrades to Army Education Centers include proposals for staffing upgrades, automation improvements, and process redesign. Expansion of active duty programs to the reserve components and further development of the GI to Jobs program are indications of a concerted effort to recognize the needs of people across the full range of well-being constituents. Finally, development of an “English as a Second Language” component of the Basic Skills program recognizes and prepares for the challenges associated with increasing diversity of the force.

B. Pride and Sense of Belonging. There are four major categories supporting this goal: command programs, workplace environment, family member education, and family programs. While many of these functions are present in the corporate world, the degree to which the Army has made them a part of its culture make these uniquely Army. It is therefore, in this strategic goal that the bond between the Army and its people is most significantly strengthened.

1. Command Programs. Safety objectives are focused on decreasing accidents through training and awareness programs. The Chaplaincy is developing metrics to ensure it can meet the spiritual needs of the force as demographics continue to change. Human relation objectives seek to further inculcate training and other awareness programs into the daily routine of the force. Some of the burdens of relocation are being addressed by automating the sponsorship program. Additionally, a systems-based relocation service is being designed to reduce the non-monetary impact of relocation. The Army allows our deployed forces and their families to maintain contact with our American culture through postal, banking, and broadcast services – each of which is being upgraded through the use of improved technology. Innovative risk reduction programs are addressing life-coping skills and the military culture as part of the effort to reduce substance abuse, violence, and suicide. Mid and long-term objectives for legal support include developing web-based client legal services offering step-by-step assistance to those who seek legal assistance. The Army Voting Assistance Program is developing training and awareness tools and working with the Department of Defense to establish absentee registration/voting over the Internet for deployed forces and their

families. Several near-term initiatives supporting transition to civilian life and retirement are focused on improving training/education and providing counseling services, enhanced by automation where possible. Providing final honors for our retirees and veterans is the focus of objectives intended to ensure the necessary quantity and quality of this vital service.

2. Workplace Environment. With the priority of effort going to the housing sector, efforts to upgrade workplace facilities remain a long-term endeavor. The guiding objectives are to improve quality and achieve a recapitalization cycle of 67 years, considerably shorter than currently exists. To accomplish these objectives, an Army Facility Strategy was developed that focuses resources on specific facility types. Additionally, a strong push has been mounted to adequately resource routine maintenance in order to sustain the condition of modernized/revitalized facilities.
3. Family Member Education. A very aggressive three-pronged approach is aimed at quickly addressing a myriad of issues involving the education of our children. This effort addresses the academic excellence in DODEA operated schools, the military community's liaison with local schools, and the challenges associated with transition from one school to another. DODEA has established aggressive near-term objectives to increase achievement in math and English, reduce overcrowding, and upgrade automation support and facilities. Building on the momentum gained at the Army Education Summit, official positions are being staffed to conduct liaison with local schools and an update forum is planned. Having approved and signed the Secondary Education Transition Study Memorandum of Agreement, focus is now shifting to nurturing those relationships in order to ensure swift implementation of the agreements. The Army is consolidating several of these initiatives with the establishment of on-site youth education transition services. Again, the near and mid-term focus of these objectives reveals the high priority the Army places on addressing the pressing needs of our children.
4. Family Programs. Consistency of delivery is a well-being theme being supported across ACS by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. A number of new programs are targeted for the near-term: replace Child Advocacy Centers with Family Advocacy Centers of Excellence, an AC/RC Family Readiness Program, and an expansion of New Parent Support Plus to 50 installations. Resources are being sought to support the victims of abuse, reimburse childcare cost of dependents attending command-sponsored training, and assist families with special needs children. Supporting the adaptation of families to military life continues to be a major objective. Beginning with the reinvigoration of Army Family Team Building, the Army is rapidly moving to address needs in this vital area. The Army Family Action Plan (AFAP) program continues to provide a "voice" for the well-being



concerns of soldiers and families to ensure they are elevated to Army leadership for resolution, beginning with annual conferences held at installations and Army communities. Commanders, at all levels, are given a real-time opportunity to resolve these issues, which span the spectrum of quality of life, underscoring the importance of these concerns and the link to soldier and family morale and satisfaction. Two new programs are in the design and earlier deployment stages. Building Strong and Ready Families (BSRF), a program that consolidates the best of a number of different programs, is being piloted in 17 brigades across the Army. The Spouse Orientation and Leader Development (SOLD) initiative addresses the needs of spouse volunteers by applying Army leader development techniques to this remarkable new initiative. Still under development, this initiative is on the fast track to deployment. Expansion of family programs into the Reserve Components is a common objective. In the areas of Child Development and Youth Services several common initiatives are ongoing. Both areas have near-term objectives for the use of surveillance cameras and other near-term upgrades, mid-term objectives to expand service to meet the demand of the Department of Defense and Congress, and long-term objectives to recapitalize facilities.

C. Personal Enrichment. A principle well-being theme is the achievement of work-life balance. It is in this strategic goal that the Army supports activities that are perhaps less directly related to the profession of arms but provide opportunities for that work-life balance with an impact on the morale and welfare of our people. There are five major categories supporting this goal: religious programs; financial readiness; educational assistance; family member employment; and morale, welfare, and recreation.

1. Religious Programs. Spiritual expression expands beyond the rights, sacraments and ordinances of religious worship. Expression encompasses both the development of individuals and communities through a broad range of activities. Religious and spiritual programs provide opportunities for participants to connect with the transcendent and express their beliefs through study and service. Religious education, family life education, spiritual care and counseling are key activities that can facilitate personal growth, moral strength and comfort during transitions, challenges and crises of life.
2. Financial Readiness. Self-reliance in managing compensation is a near-term objective that combines financial management training and counseling with the availability of vehicles such as the Thrift Savings Plan. One innovative component is the Army Benefits Training initiative which will provide on-line personalized benefits counseling. In the mid-term, the Army is looking to expand financial training to short-term deployed Reserve Component soldiers. In the long-term, the Army's objective is to implement the Individual Financial Readiness Plan (IFRP), a dynamic plan to decrease overall soldier and family debt and increase knowledge in financial planning/investment to achieve individual financial security through long term investment. This

initiative will incorporate a broad range of issues such as retirement planning, home/auto purchase, health care, consumer awareness, education planning, and many other associated issues.

3. Educational Assistance. The Army is working to assist family members who would like to continue their education by encouraging State legislatures to adopt laws allowing military dependents to attend post-secondary educational institutions at the in-state tuition rate. This would eliminate the penalty paid for being an active duty military family member.
4. Family Member Employment. The Army is beginning to move aggressively into this relatively new area. Initial efforts are focused on establishing public partnerships with private corporations to provide training and career continuity to Army spouses. A Spouse Telework Employment Program (STEP) is nearing completion and the Department of Defense is working with the Department of Labor to explore opportunities in the public sector. In the interim, the Army's Spouse Employment Program is developing capabilities in the following areas: job search assistance, private sector job bank, and career counseling. Mid and long-term objectives focus on capturing lessons learned from the initial partnerships and expanding the program to more corporations.
5. Morale, Welfare, and Recreation. This category includes a variety of significant functions including community recreation, sports and fitness, Armed Forces Recreation Centers, and veterinary health care for military pets. Community recreation is automating a number of services from transportation to libraries. A long-term objective is to develop self-service kiosks to provide tickets for local movies and events, airline e-tickets, regional and national theme parks, and sports venues. Mid-term objectives include expansion of services overseas and to deployed forces. Consistency of delivery is a well-being theme being supported by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. Improved business practices are aimed at improving productivity and generating additional resources. In addition to implementing several of these initiatives, the sports and fitness field has long-term objectives to upgrade facilities and equipment. The Armed Forces Recreation Centers are modernizing with an expansion of Shades of Green, the complete renovation of the Ilima Tower of the Hale Koa, and the construction of a new hotel in Garmisch that will consolidate all of AFRC-Europe.

D. General Trends. While many of these well-being objectives are unique in their approach, there are some general trends that can be discerned from this review:

1. Expansion to the Reserve Components. There is an obvious recognition that with recent changes in the operational environment, the evolving needs of

Reserve Component soldiers and families necessitates the expansion and improved delivery of numerous well-being programs and initiatives.

2. Consistency of Delivery. Consistency of delivery is a well-being theme supported across many of the functions. Use of common standards, improved quality assurance, development of accreditation programs, and improved training materials are all methods being used to accomplish this theme.
3. Increased Synergy. With the advent of Army Well-Being, it has become apparent as never before that much can be gained by combining the efforts of multiple programs focused on a single purpose. Throughout the appendices to this document there are indications that common purposes are being identified and complementary initiatives being coordinated.
4. Increased Use of Automation. A significant number of programs are developing ways to use automation, especially web-based applications, to further the reach and quality of their services.
5. Long-Term Strategic Planning. There is a preponderance of near and mid-term objectives across the breadth of well-being initiatives. This represents the Army's continued commitment to the well-being of its people. However, attention must be paid to developing long-term objectives if near-term successes are to be sustained for the Objective Force and changing expectations and aspirations identified.
6. Civilians, Veterans, and Retirees. With the advent of Army Well-Being, a new focus has been placed on these important constituent groups. As many of the objectives indicate, the Army is beginning to address ways to enhance the well-being of these key constituent groups. This action plan represents a first step, but much more is required if we are to achieve the holistic focus and impact desired.

## 6. Conclusion – Enhancing Army

**Well-Being.** This Well-Being Action Plan is a Department of the Army-level strategic planning document that uses the Well-Being Architecture to consolidate the objectives of a multitude of well-being programs/initiatives into a holistic, integrated approach to enhancing the Well-Being of our people. As such, it is only the beginning of the process to achieve our goals. Individual programs and initiatives must be prioritized and resourced, policy decisions made, legislation changed, and programs implemented. However, the

### THE ARMY VISION BEGINS AND ENDS WITH PEOPLE.....

*"The Army - - is People: The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals. The Army will be a professionally rewarding and personally enriching environment within which people take pride in being part of the Nation's most highly esteemed institution. Our physical, moral, and mental competence will give us the strength, the confidence, and the will to fight and win anywhere, anytime."*

strategic direction of Army Well-Being is clear. The Army Vision begins and ends with "People." We must provide consistent and continuous service across the entire breadth of our Army Family, creating a climate of confidence and teamwork, not dependency and isolation. We must achieve the cultural balance between the Army's expectations of its people and our people's expectations of the Army. The plans laid out in this document are a major step toward meeting the expectations of our people.

## **ANNEXES**

- A Comprehensive Well-Being Strategy
- B Standard of Living
- C Pride and Sense of Belonging
- D Personal Enrichment
- E Well-Being Intangibles (TBP)
- F Definitions